Headquarters U.S. Air Force

Integrity - Service - Excellence

Pre-Solicitation Conference Solicitation FA8903-12-R-TBD: Post Closing Management 2013 (PCM-13)

Contracting Officer

772 ESS/PKS

1 May 2012

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PCM-13 Strategy

- **Program Ceiling: $88 million**
- **Procure under NAICS 541611 (Advisory and Assistance Services)**
  - **Size Standard recently changed from $7M to $14M**
  - **Conducting Additional Market Research**
    - **Per FAR 19.502-2 when there is a reasonable expectation that offers will be obtained from at least two responsible small business concerns and award will be made at fair market prices, Contracting Officer will set-aside for small business**

Acquisition strategy is still under development.
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PCM-13 Strategy

- **RFI #4 issued 25 April with responses due 4 May**
  - **What is the maximum capacity of work your firm can reasonably manage while assuring effective program/project implementation and maintaining quality products:**
    - **In dollars per year?**
    - **In task orders/contracts per year?**
    - **In contract man year equivalents?**

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PCM-13 Strategy

- **RFI #4, cont.**
  - **Demonstrate how your company can expect to handle $13 million-$14 million per year with two to three task orders per year?**
  - **What is your company and first tier Small Business teaming partner's ability to accomplish 50% of the PCM requirements if this acquisition is set aside for small business?**
- **If you haven't already, please submit your response**

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Acquisition Planning

- **Proposed acquisition strategy**
  - **Competitive**
  - **Indefinite Quantity/Indefinite Delivery (ID/IQ)**
  - **5 Year Ordering Period with an additional 1 Year Performance**
  - **Minimum contract guarantee $3K**
  - **CLIN Types (FFP)**
  - **Single Award ID/IQ**

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Acquisition Planning

- **Rationale for proposed strategy**
  - **Long-term need for these services**
  - **Only FFP CLINs will be utilized**
    - **Over 80% will be pre-priced deliverables competed at basic contract level**
  - **Contract Type (Single Award IDIQ)**
    - **Per FAR 16.504(c)(2)(i)(A) determination that multiple awards are not practicable and only one contractor can reasonably perform the work because the tasks are so integrally related**
      - **Portfolio managed as a whole – work is integrally related**
      - **Projects are not divided by MAJCOM or Region**
      - **Reporting based on entire Portfolio**

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Acquisition Planning

- **Market Research indicates trending toward centralized asset management**
  - **Strategic and holistic focus on real estate portfolio**
    - **Promotes efficiency and improves performance**
    - **Investments addressed collectively**
    - **Reduces costs and risks**
    - **Eliminates duplication of effort**
    - **Avoids fragmented decision making process**
  - **Effective management requires presence of a maturity model**
    - **Takes one-to-five years to obtain maturity**
      - **Portfolio managers require time and experience to achieve analytical efficiency**
- **Industry managing portfolio in house or by single contractor**

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Acquisition Planning

TENTATIVE SCHEDULE

SAMPLE EVALUATION CRITERIA/SUBMITTAL INSTRUCTIONS 13 APR 12
PRE-SOLICITATION CONFERENCE 1 MAY 12
DRAFT RFP RELEASE 30 MAY 12
RFP RELEASE 12 JUL 12
PROPOSALS RECEIVED 27 AUG 12
AWARD W/O DISCUSSIONS 30 JAN 13
AWARD WITH DISCUSSIONS 9 MAY 13

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Basis of Award

- **Source Selection Procedures**
  - **Trade-off (Price and Past Performance)**
  - **Past Performance is significantly more important than price**
- **Evaluation Criteria**
  - **Factor 1: Technical**
    - **Subfactor 1.1: (Management Approach)**
    - **Subfactor 1.2: (Document Management)**
    - **Subfactor 1.3: (Corporate Experience)**
    - **Subfactor 1.4: (Small Business Participation)**
  - **Factor 2: Past Performance**
  - **Factor 3: Price**

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Basis of Award

- **Factor 1: Technical - All technical subfactors are weighted equally and are evaluated on an Acceptable/Unacceptable basis. Each Technical subfactor will receive one of the ratings described below. The following technical rating definitions will**

DEFINITIONS	
Rating	**Description**
ACCEPTABLE	**Proposal clearly meets the minimum requirements of the solicitation**
UNACCEPTABLE	**Proposal does not clearly meet the minimum requirements of the solicitation**

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Basis of Award

- **Factor 2: Past Performance - The Past Performance factor will receive one of the PCA ratings below:**

PERFORMANCE CONFIDENCE ASSESSMENTS (PCA)	
Rating	**Description**
SUBSTANTIAL CONFIDENCE	**Based on the *Offeror's* recent/relevant performance record, the Government has a high expectation that the *Offeror* will successfully perform the required effort.**
SATISFACTORY CONFIDENCE	**Based on the *Offeror's* recent/relevant performance record, the Government has a reasonable expectation that the *Offeror* will successfully perform the required effort.**
LIMITED CONFIDENCE	**Based on the *Offeror's* recent/relevant performance record, the Government has a low expectation that the *Offeror* will successfully perform the required effort.**
NO CONFIDENCE	**Based on the *Offeror's* recent/relevant performance record, the Government has no expectation that the *Offeror* will be able to successfully perform the required effort.**
UNKNOWN CONFIDENCE (NEUTRAL)	**No recent/relevant performance record is available or the *Offeror's* performance record is so sparse that no meaningful confidence assessment rating can be reasonably assigned. *Offerors* will not be evaluated favorably or unfavorably on past performance.**

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Basis of Award

- **Relevancy Assessment**

PAST PERFORMANCE RELEVANCY RATINGS	
Rating	**Definition**
VERY RELEVANT	**Present/past performance effort involved essentially the same scope and magnitude of effort and complexities this solicitation requires.**
RELEVANT	**Present/past performance effort involved similar scope and magnitude of effort and complexities this solicitation requires.**
SOMEWHAT RELEVANT	**Present/past performance effort involved some of the scope and magnitude of effort and complexities this solicitation requires.**
NOT RELEVANT	**Present/past performance effort involved little or none of the scope and magnitude of effort and complexities this solicitation requires.**

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Basis of Award

Performance Quality Assessment

Quality Assessment Rating/Color	Description
EXCEPTIONAL (E)/BLUE	During the contract period, contractor performance is meeting (or met) all contract requirements and consistently exceeding (or exceeded) many. Very few, if any, minor problems encountered. Contractor took immediate and effective corrective action.
VERY GOOD (VG)/PURPLE	During the contract period, contractor is meeting (or met) all contract requirements and consistently exceeding (or exceeded) some. Some minor problems encountered. Contractor took timely corrective action.
SATISFACTORY (S)/GREEN	During the contract period, contractor performance is meeting (or met) all contract requirements. For any problems encountered, contractor took effective corrective action.
MARGINAL (M)/YELLOW	During the contract period, contractor performance is not meeting (or did not meet) some contract requirements. For problems encountered, corrective action appeared only marginally effective, not effective, or not fully implemented. Customer involvement was required.
UNSATISFACTORY(U)/RED	During the contract period, contractor performance is failing (or fail) to meet most contract requirements. Serious problems encountered. Corrective actions were either ineffective or non-existent. Extensive Customer oversight and involvement was required.
NOT APPLICABLE (N)/WHITE	Unable to provide a rating. Contract did not include performance for this aspect. Do not know.

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Basis of Award

- **The Government reserves the right to award a contract to other than the lowest priced offer**
  - **If lowest priced *Offeror* is judged to have a Performance Confidence Assessment of "Satisfactory Confidence" or lower**
  - **Source Selection Authority (SSA) shall make an integrated assessment best value award decision**

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Evaluation Criteria

- **Factor 1 - Technical**
  - **Subfactor 1.1 Management Approach -- This subfactor is met when the *Offeror* demonstrates how they will accomplish the following management activities:**
    - **Effectively and efficiently manage all *Team* members and subcontractors in the performance of Federal Government PCM services in support of the entire spectrum of the Performance Work Statement (PWS).**
    - **Successfully and competently execute all PCM activities necessary to carry out the full spectrum of Government needs to monitor, oversee and manage the Housing Privatization (HP), Enhanced Use Leasing (EUL), Value Based Transaction (VBT), Voluntary Action Program (VAP), Real Estate Transactions/Programs and other privatization initiatives, with attention to cost mitigation strategies and provide forecasting, problem resolution and solution implementation. Adequately plan for surges in workload, approximately seven (7) new EUL projects per year.**

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Evaluation Criteria

- **Factor 1 - Technical**
  - **Subfactor 1.1 Management Approach, cont.**
    - **Comprehensively, effectively and efficiently develop, implement, and use quality control and quality assurance processes across multiple projects to ensure the financial accuracy and integrity of technical data.**
    - **Develop portfolio risk analysis tools and reports, stressing the impact on the portfolio associated with financial and legal support, compliance assessment, document management and economic analysis.**
    - **Develop/implement strategies to coordinate, gather and analyze data from multiple stakeholders and report to each management level (for example, installation, major command, AFCEE, AFRPA, Air Staff, SAF, and DOD) while minimizing the need for Government assistance during the various data collection phases.**

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Evaluation Criteria

- **Factor 1 - Technical**
  - **Subfactor 1.2 Document Management - This subfactor is met when the *Offeror* demonstrates the ability to:**
    - **Develop strategies for document retention, reporting, security provisions for data integrity, data interface and migration to government systems and trending of information plus the full spectrum of document management services to include legal transactions, financial management, training, lessons learned, stakeholder sites and topic sites.**
    - **Develop strategies to transition current data and integrate the Government's data repository into the *Offeror's* secure server hosting within 60 days.**
    - **Develop an implementation strategy to incorporate existing and new Government privatization projects to include, HP, FUL, VBT, VAP, and other financial and management data and describe how the data will be managed to produce analysis and trending information.**

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Evaluation Criteria

- **Factor 1 - Technical**
  - **Subfactor 1.2 Document Management, cont. –**
    - **Develop strategies for detailed reports forecasting problem areas and recommending timely procedures to mitigate Government financial risks.**
    - **Develop strategies to provide real time access to program data and documents via electronic media to ensure all users are aware of the latest project information.**
    - **Develop strategies to optimize data management, organization, retrieval, and review.**

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Evaluation Criteria

- **Factor 1 – Technical**
  - **Subfactor 1.3 Corporate Experience -- This subfactor is met when the *Offeror's* corporate experience demonstrates the following:**
    - **The *Team's* ability to accomplish work involving simultaneous projects within the diverse PWS requirements. Corporate Experience from 8-10 projects shall be identified in Attachment L-4 in accordance with (IAW) the instructions/notes on Attachment L-4 (Corporate Experience Summary/Projects spreadsheet) and Section L, paragraph 4.6(a) and (b). At least 50% of projects shall be provided from the Prime, a minimum of one (1) shall be provided from each *Team* Member; the remaining projects may be distributed among the *Team* at the discretion of the *Offeror*. The prime shall demonstrate at least three concurrently executed projects within the same twelve (12) month period.**

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Evaluation Criteria

- **Factor 1 – Technical**
  - **Subfactor 1.3 Corporate Experience, cont.**
    - **The *Team's* ability to accomplish work for the overall PCM program to include demonstration of work in all of the critical areas of the PWS:**
      - **(1) provide financial support/analysis**
      - **(2) manage/integrate multiple project analysis into an integrated report**
      - **(3) provide specific industry legal advice**
      - **(4) provide insurance assessments**
      - **(5) identify compliance deficiencies**
      - **(6) manage and maintain documentation**
      - **(7) perform Quality Site Assessments/assistance visits**
      - **(8) develop a compliance checklist**
      - **(9) analyze and provide current market information**
      - **(10) transition the program documentation repository**
      - **(11) perform economic analysis**

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Evaluation Criteria

- **Factor 1 – Technical**
  - **Subfactor 1.3 Corporate Experience, cont..**
    - **The *Team's* ability to provide narrative information describing in detail corporate experience for work performed on the projects identified in paragraphs (a) and (b) above. The narrative information shall include a description of the scope of the project work effort, how the effort demonstrates experience in the service specified in the PCM-13 PWS paragraph to which the program relates, *Team Members* involved in the project, how the *Offeror* established and maintained effective relationships with stakeholders, location of work, and duration of effort.**

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Evaluation Criteria

- **Factor 1 – Technical**
  - **Subfactor 1.4 Small Business Participation -- If a subcontracting plan is required by FAR 19.7, the subfactor is met when the subcontracting plan and proposal demonstrate the following:**
    - **Reflects a valid corporate commitment between all parties in providing subcontracting opportunities for small business, small disadvantaged business, women-owned small business, HUBZone small business, veteran-owned small business, and service-disabled veteran-owned concerns. Includes the strength and specificity of each corporate commitment (i.e., what type of commitment, how binding is the commitment, how specific is the commitment to this proposed effort, and what types of tasks are included in these subcontracting opportunities).**

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Evaluation Criteria

- **Factor 1 – Technical**
  - **Subfactor 1.4 Small Business Participation, cont.**
    - **Reflects a one year history demonstrating your corporate commitment to meet your subcontracting goals/targets by providing Individual Subcontracting Report (ISR), for those contracts/projects in which you are submitting under Past Performance. If goals were not met on the ISR, provides an explanation as to why the goals/targets were not met.**

Small Business	40% of total proposed subcontracting dollars
Small Disadvantaged Business	5% of total proposed subcontracting dollars
Woman Owned Small Business	5% of total proposed subcontracting dollars
HUBZone Small Business	3% of total proposed subcontracting dollars
Service Disabled Veteran Owned Small Business	3% of total proposed subcontracting dollars
Veteran Owned Small Business	3% of total proposed subcontracting dollars

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Evaluation Criteria

- **Factor 1 – Technical**
  - **Subfactor 1.4 Small Business Participation, cont.**
    - **The *Offeror* demonstrates realistic targets expressed in dollars and in percentages of the total proposed subcontracting dollars for each small business category listed above.**
    - **If a subcontracting plan is not required by FAR 19.7, this subfactor is met by all Small Business concerns**

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Evaluation Criteria

- **Factor 2 - Past Performance**
  - **Recent and Relevant Performance within 5 years from RFP release date**
    - **Submit same projects provided for Corporate Experience**
    - **Information requested in Attachment L-6 (PPI)**
      - **Offerors must use the PPI Tool in order to electronically submit the Past Performance Volume in accordance with the RFP.**
      - **Request submission 15 calendar days before proposal due date**
      - **Failure to submit early will not result in *Offeror* disqualification.**
    - **Minimum for prime contractor is 50% of submitted projects and minimum for each proposed team member is 1 project**

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Evaluation Criteria

- **Factor 3 - Price**
  - **Reasonableness**
  - **Methodology: Total Evaluated Price (TEP)**
    - **Comparison of TEP among Offerors**
    - **Comparison of TEP to Independent Government Estimate (IGE)**
  - **Complete pricing templates L-10 and L-11**

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Evaluation Criteria

- **Factor 3 - Price (cont)**
  - **Pricing Model**
    - **Six years of rates to cover Period of Performance**
    - **Best Estimate developed using historical information and judgment**
    - **FFP Hourly Labor Rate Pricing Model**
      - **Predetermined Labor Categories and Labor Hours**
      - **Offeror proposed fully burdened Hourly Labor Rates**
      - **Simple average of hourly rates**
  - **FFP Pre-Priced Deliverables Pricing Model**
      - **Proposed FFP deliverables input into model**
      - **Applied to predetermined number of occurrences**
      - **Simple average of FFP deliverables**

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Proposal Submittal

- **Submittal Information:**
  - **FedEX/UPS/HDL**

    Deliver to:

    772 ESS/PKS
    Attn: Contracting Officer (redacted)
    3515 S. General McMullen, Room 3026
    San Antonio, TX 78226-2018

  - **USPS**

    Deliver to:

    772 ESS/PKS
    Attn: Contracting Officer (redacted)
    2261 Hughes Ave, Ste 163
    Lackland AFB TX 78236-9853

- **Submittal Date: TBD**

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Point of Contact

ITO 2.1.1

- **Effective Immediately:**
  - **The Contracting Officer is the only POC for this acquisition**
  - **Direct all questions or concerns to the CO**
  - **E-mail written requests for clarification permitted**
- **The CO for this acquisition is:**

Contracting Officer (redacted)
772 ESS/PKS
2261 Hughes Ave, Suite 163
Lackland AFB TX 78236-9853

afcee.pcm-13@us.af.mil

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Teaming

ITO 2.1.5

- **All team members must have Teaming Arrangement (TA) / Letter of Intent (LOI)**
  - **Projected performance < 20% of the work**
    - **Include as team member at the Prime's discretion**
    - **If included, either a TA or LOI is required**
  - **Projected performance > 20% of the work or critical tasks**
    - **Signed TA or LOI required**
- **Remember:**
  - **Subcontractors without TA or LOI will NOT be considered or evaluated as part of the team - This includes any materials submitted: experience projects, past performance information, etc.**

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Teaming, cont.

- **Offeror/Subcontractors are considered a "team" when TA or LOI is submitted in Volume I, Contracting & Volume II, Technical**
- **Joint Ventures – considered sole business entity**
- **Mentor-Protégé (M-P) – formal TAs or LOIs are required to qualify as team member**
- **Prime Contractor, Subcontractor, or Team Member on a PCM-13 proposal <u>may not</u> participate in any capacity on any other PCM-13 proposal**

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Organization & Administrative Details

ITO 2.2

- All proposals MUST conform to the requirements of paragraph 2.2 and Table 2.2:
  - Organization
  - Distribution
  - Number of copies
  - Page limits
- Proposals to be submitted in 5 separate volumes
- Noncompliance could result in an unacceptable proposal

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General Format

- **Keep the response brief – but provide sufficient detail for evaluation (ITO 2.3.2)**
- **Pricing information is restricted to Volume IV (ITO 2.3.4)**
- **DO NOT CROSS REFERENCE INFORMATION (ITO 2.3.5)**
- **Volumes and sections will be evaluated on an individual basis**
- **If requested information is not in the specified location, it will be considered <u>omitted</u>**

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- **ITO 3.7.3: Financial Responsibility**
  - **Provide last 3 years of financial statements & year-to-date financial through last quarter available**
  - **Provide for prime and all team members and subcontractors performing >20% of proposed contract effort or those performing aspects critical to overall successful performance.**
  - **Historical and year-to-date financial data for each company that makes up the Offeror. Combined firms shall address ability to fund contract performance.**
  - **Offerors and team members shall complete the Financial Capability Risk Assessment Pre-Review Form, Atch L-2 and include in the Contract Volume**
  - **Offerors and teaming partners must be determined financially responsible.**

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OCI Policy

- **Purpose:**
  - **Manage OCI in a consistent and efficient manner**
  - **Maintain AFCEE's integrity and objectivity**
  - **Facilitate task order management**
  - **Reduce conflict of interest risk**
  - **Comply with FAR 9.5 for OCI**

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FAR Definition of A&AS

- **A&AS are provided under contract by nongovernmental sources to support or improve; organizational policy development; decision making; management and administration; program and/ or project management and administration; or R&D activities**
- **Outputs take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, training and day-to-day aid of support personnel needed for the successful performance of ongoing Federal operations**

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Potential OCI Risk Areas

- **Biased ground rule**
  - **A firm, as part of its performance of a government contract, has in some sense set the ground rules for another government contract (e.g. PWS)**
- **Impaired objectivity**
  - **A firm's work under one government contract could entail the firm evaluating itself or its competitors**
- **Unequal access to information**
  - **A firm has access to nonpublic information as part of its performance of a government contract**
  - **That information may provide the firm an unfair competitive advantage in a later competition**

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OCI Solicitation Provision

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5352.209-9001 POTENTIAL ORGANIZATIONAL CONFLICT OF INTEREST – ALTERNATE I (OCT 2010)

(a) There is potential organizational conflict of interest (see FAR Subpart 9.5, Organizational and Consultant Conflicts of Interest) due to the Contractor performing a significant role in assisting the Government to oversee, monitor, and manage Air Force privatization programs, advising and assisting the Government in reviews, assessments, and evaluations of other entities' performance, and providing recommendations to the Government regarding such projects.

Accordingly:

(1) Restrictions are needed to ensure that the Contractor's recommendations are objective, impartial and independent. To avoid the prospect of Contractor's recommendations being influenced by its own capabilities and the prospect of the Contractor's utilization of acquired knowledge of other entities' proprietary secrets, it is agreed that the Contractor is precluded from participation as or with a non-Air Force party in any Air Force real estate transaction including, Military Housing Privatization, Enhanced Use Leasing, Value Based Transactions, and Voluntary Action Program for Real Estate and Environmental issues related to Base Realignment and Closure, other Real Estate Transactions, and other Privatized Programs for seven (7) years from award date of this contract.

(2) As a part of the proposal, the offeror shall provide the Contracting Officer with complete information of previous or ongoing work that is in any way associated with the contemplated acquisition.

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(b) The organizational conflict of interest clause in this solicitation may not be

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Final Reminders

- **Read and understand ALL requirements of the Performance Work Statement and the RFP**
- **Carefully follow ALL instructions in Section L, Instructions to Offerors**
- **Carefully proof read ALL documents and ensure electronic versions are in correct formats**
- **Questions received concerning draft information, draft RFP and formal RFP will be posted to FedBizOpps**

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Please write any questions on the provided note cards

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